



Department of Energy

Information Technology Competitive Sourcing Communications Plan

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Section 1. Introduction

The Department of Energy (DOE) is conducting a Competitive Sourcing Study of the Information Technology (IT) function in accordance with Office of Management and Budget (OMB) Circular A-76. The results of the Competitive Sourcing study will determine whether it is more efficient and cost effective to have the IT functions performed by the public or private sector. This initiative is comprised of multiple phases during which planning, information gathering, and analyses are performed. Throughout the process, obtaining input from various DOE organizations and stakeholders will be critical. The Competitive Sourcing process is complex in nature because of the impact on the DOE workforce, unions, and internal and external customers. Understandably, there will be anxieties among these stakeholders, as they will have varying degrees of expectations regarding the outcome of the study. For these reasons, a Communication Plan is an important component of this Competitive Sourcing effort.

This Communication Plan serves as a guide for the dissemination of information to both internal and external stakeholders. The Office of Competitive Sourcing/A-76 is responsible for disseminating general information regarding Competitive Sourcing to ensure consistent communication to all interested parties, while the Office of the CIO is responsible for disseminating specific information related to the Information Technology Study. The overall goal of the Communication Plan is to provide the DOE workforce and stakeholders with accurate, consistent and up-to-date information regarding the Competitive Sourcing initiative. It is the key to ensuring stability of this effort and productivity of current operations by reducing rumors, helping maintain morale and cooperation, encouraging open lines of communication and feedback, while providing an avenue for guidance and clarification. This Communication Plan is meant to be a supplement to and not a replacement of the departmental communication plan.

1.1. Objectives

The overall objective of this plan is to provide the IT Functional Area Study Team Leader general guidelines for effective communication during the competitive sourcing process. More specifically, the objectives of this Communication Plan are to ensure that the DOE IT workforce and other stakeholders:

- Receive a complete, clear, and accurate explanation of both the Competitive Sourcing process and specific progress on this Competitive Sourcing effort, in a timely and consistent manner
- Serve as a guide for providing consistent communication as well as describe the messages, target audience, vehicles, and timing of communication
- Create an environment that encourages information sharing and open dialogue to foster cooperation and understanding while minimizing the dissemination of inaccurate information

The plan is created with general guidelines in order to accommodate the ever-changing communication needs during the A-76 study process. The success of the communication effort depends on the IT Functional Area Study Team Leader's ability to assess each situation and to adjust the communication product or frequency as

dictated by the feedback of the participants. In large part, the success of the A-76 study process hinges on effective communication to both internal and external audiences.

1.2. Components

This plan provides the overall process and guidelines to ensure effective communication of important information throughout the Competitive Sourcing process. Specifically, the plan highlights the following:

- 1) Types of information that need to be conveyed throughout the Competitive Sourcing initiative
- 2) Audience to whom the communication is directed
- 3) Mediums and tools that will be used to communicate and disseminate information
- 4) Roles and responsibilities of organizations and stakeholders included in the lines of communication
- 5) Process for the review, approval, and dissemination of information
- 6) Sequence and frequency of events in which specific information will be communicated

1.3. General Communication Guidelines

Communication involves the sharing of information, and requires a system that educates, informs, and contains built-in mechanisms for feedback and positive interaction. The style, degree of detail, and delivery vehicle (e.g., all hands meetings, website, newsletters, hotlines, etc.) are important considerations before communication begins. Accessible and rapid communication is the key to ensuring cooperation, stability, and continued facilitation of the Competitive Sourcing process. Regardless of the message and who is involved in the communication processes, there are basic tenants of communication that must be followed carefully for the communication process to be effective. Communication must be:

- **Timely:** Communication should occur in a logical sequence aligned with the various phases of the Competitive Sourcing process. Questions and issues should be responded to quickly and the communication dissemination process should be rapid.
- **Accurate:** Communication must be reviewed carefully to include checking sources and content to ensure information is absolutely accurate. Providing incorrect information adds work to correct the error, and impacts the credibility of the source for future communication.
- **Complete:** Omitting vital information can be just as damaging as providing inaccurate information. It is also important to anticipate follow on questions and concerns resulting from the communication.
- **Understandable and Concise:** Understanding the audience to include their state of mind, attitude, and level of knowledge on the issues is critical in developing the message. Failure to take this into consideration can lead to unnecessary irritation, confusion, rumors, and loss of credibility.
- **Consistent:** The basic “message” must be consistently conveyed. Great care is required to ensure that all “messengers” carry the same information.

Section 2. Audience Groups and Information

This section defines the types of information that need to be conveyed throughout the Competitive Sourcing initiative and the audience to whom the communication will be directed. Details for each type of communication are also outlined in this section.

2.1. Audience Groups

Various types of information will need to be communicated throughout the Competitive Sourcing process. It is important to keep in mind the audience for which the information is intended. In general, communication will be directed toward the following audience groups:

1. **Workforce** – includes the DOE IT workforce performing the activities for the function under study, including the supervisors and the administrative personnel who support the function.
2. **Union** – includes the union representation for the workforce performing the IT function. For the purpose of this study, the union representation may be different at various sites.
3. **Internal Stakeholders** – includes DOE Lead Program Secretarial Offices (LPSO), Field Office Managers, Program Secretarial Offices, and specific groups assembled for the purpose of this study. Members include:
 - **DOE Management** – Lead Program Secretarial Offices, Heads of Headquarters Elements, Field Offices, and Program Secretarial Offices
 - **Executive Steering Group** – This Group includes representatives from organizations whose support is needed for the success of this initiative, including the Deputy Secretary, the Director for the Office of MBE/CFO, the Under Secretary for Energy, Science and Environment, and the Under Secretary for Nuclear Security (NNSA).
 - **Competitive Sourcing Activity Support** – Contracting Officers, Headquarters Office of Competitive Sourcing/A-76, Local Public Affairs Office, General Council, Office of Procurement and Assistance Management, Office of Human Resource Management
 - **IT Functional Team (PWS, MEO Team)** – Field Office Managers, A-76 IT Field POC's, Human Resources
 - **DOE IT Field Points of Contact (POC)** – Site and program POC's assigned to support the competitive sourcing program throughout the study phases
4. **External Stakeholders** – includes stakeholders outside of the DOE that have an interest in the study, either in its entirety, or a specific phase. Potential members include:
 - Office of Management and Budget (OMB)

- Congress
- Other Government agencies
- Customers
- General public (e.g., potential bidders)

Each audience group will have a different perspective and therefore offers unique challenges, concerns, and issues related to communication. Many factors need to be taken into account before defining the communication type and method to be used for each audience. One factor to consider is the culture of the audience group. This may dictate the type of information to be communicated or the method employed for communicating. Specific sensitivities also need to be taken into account when communicating with various audiences. Additionally, communication with potential bidders must go through the Contracting Officer. It is important to recognize all issues that can affect communication with each particular audience and address them upfront. Audiences may have preconceived ideas regarding the competitive sourcing process and often ask themselves questions such as:

- Have decisions already been made?
- Why is DOE performing this study?
- Is there a pre-determined agenda?
- Will there be opportunities for federal employees in the new organization?

Communication efforts with the affected workforce must keep in mind that employees fear the unknown perhaps more than the outcome of the competitive sourcing effort. The affected workforce will perceive initiatives and studies aimed at achieving efficiencies, regardless of current terms used to describe them, as downsizing efforts.

2.2. Information

Categories of information that need to be disseminated include initial communication, status and progress reporting, ongoing training and support, and reports and findings. Details for each of these are provided in the following paragraphs. The types of information that will be conveyed and general descriptions of the message and purpose will also be included, however, the specific order in which the flow of information should occur is not specified below. Section 3 on Communication Mediums will identify various vehicles that can be used to convey the information listed below and will define specific forms of communication that need to take place throughout the competitive sourcing process. In addition, a summary table merging the audience types and information needs is presented.

1. **Initial Communication:** The working group tasked with managing the competitive sourcing initiative (i.e., IT Functional Team) has the responsibility to coordinate initial communication to DOE Management at Headquarters and Field Offices, the Union and affected employees, and ultimately to Congress. Information stating the intent to conduct a competitive sourcing study, including the purpose, scope, and timing, will be provided through various briefings and meetings. In addition, initial questions, concerns, and issues will be fielded and addressed. Providing information early on will set a proper tone for conducting the study and

will be reflected in the level of cooperation from those who will be involved in developing key portions of the solicitation and the Management Study. The initial notification is an audience driven activity in that it will normally begin with briefings at the highest level and filter down through management to the employees and out to external stakeholders. The initial announcement to Congress included the announcement date, functions, and total number of FTEs to be studied and is being handled through the Office of Congressional Affairs. The IT Functional Area Study Team Leader will announce the study plan to the DOE IT community. The following table provides specific communication types and brief descriptions of each initial communication identified.

	Information/ Specific Communication	Description
1	Notification of study to DOE workforce	Official notification to DOE IT workforce of the competitive sourcing study
2	Notification to Union of Potential Study	Official notification that the DOE IT Function has been identified as a candidate for Competitive Sourcing.
3	Official Study Announcement	Official announcement by the DOE of the impending Competitive Sourcing study to be performed on the DOE IT function.
4	High-Level Competitive Sourcing Presentation	Designed to introduce the IT study POC's to the study team and the Competitive Sourcing process.
5	Workforce Orientation	Held to educate and provide the workforce with a foundation for the Competitive Sourcing process. Sessions will introduce the study team to the workforce, provide a baseline understanding of roles and responsibilities, and begin to allay any fears and address concerns the workforce may have from the start.

2. **Status and Progress:** Continuous progress updates are essential for ensuring that the Competitive Sourcing study stays within the designated timeframe, and all parties are kept abreast of new developments, complications, and/or findings. Bimonthly status reports will be prepared to describe progress on Competitive Sourcing products and to highlight issues that may require resolution. The IT Functional Team (PWS, MEO Team) will hold weekly meetings when possible to discuss progress and to determine next steps. When appropriate, they will deliver to the Office of Competitive Sourcing/A-76 specific information that they would like delivered to the entire DOE IT community. This information will be organized into a monthly newsletter and/or document on the Office of Competitive Sourcing/A-76 website to disseminate study progress information to Union Representatives, the IT workforce, and general DOE community. Announcements of the tentative and final decisions will be accomplished in a closed meeting with the affected employees, human resources, and representatives from the legal department. The following table lists some of the status and progress items that need to be communicated.

	Information/ Specific Communication	Description
1	Status and Progress of Competitive Sourcing Deliverables/Products	Status of deliverables/products under development, schedule adjustments, and resolution of issues.
2	Action Item Assignment/Issue Resolution	Assignment and discussion of action items to be completed, and resolution and documentation of issues throughout the Competitive Sourcing process.
3	Tentative and Final Decisions	Announcement of tentative and final decisions resulting from the Competitive Sourcing cost comparison.

3. **Ongoing Training and Support:** As required, ongoing training and support will be given to key

stakeholders involved in the Competitive Sourcing process as a means of explaining the course of action that is suggested through various phases of the project and the purpose behind such actions. More formal training will be planned for those who will be specifically involved in the development of certain Competitive Sourcing products (i.e., PWS, Management Plan). In addition, the ongoing support communication includes such things as human capital issues, the solicitation, legal issues, independent review guidance and budget funding needs. For human capital issues, information and support will be provided to the affected workforce to prepare them for the outcomes of the Competitive Sourcing process and help them prepare for the potential next steps. The following table depicts some of the on-going training and support communication that will need to take place throughout the Competitive Sourcing process.

	Information/ Specific Communication	Description
1	OMB Circular A-76 Training Overview	4-6 hour training session designed to offer participants an overall understanding of the A-76 process as well as their respective roles in the process.
2	Workforce Orientation	Held to educate and provide the workforce with a foundation for the competitive sourcing process.
3	PWS/QASP Development Training	Formal training of team members on the development of the PWS and QASP portions of the Management Plan.
4	MEO Development; IHCE Training	Formal training of team members on the development of the Most Efficient Organization (MEO), Transition Plan (TP), Technical Performance Plan (TPP). Additional training on the composition of the In-House Cost Estimate (IHCE).
5	Human Resource/ Human Capital Support	Formal briefings, educational sessions, and updates on the rights of affected employees related to the Competitive Sourcing effort.
6	Ongoing Support Communication	Includes such things as the solicitation, legal issues, independent review guidance and budget funding needs

4. **Reports and Findings:** Numerous deliverables/products will be created throughout the Competitive Sourcing process. The IT Functional Team will disseminate results and summaries of these deliverables/products to appropriate stakeholders, as required. The purpose of these results and summaries is to relay the findings of each phase of the study through presentation of analysis, documentation of findings, and associated recommendations. The following table depicts the deliverables/products that will be created throughout the Competitive Sourcing initiative, which will be distributed to appropriate stakeholders.

	Deliverables / Products	Description
1	Training Plan	Plan detailing the type of training to be given to DOE personnel and the tentative schedule for the training.
2	Communication Plan	Vehicle for ensuring that the DOE stakeholders receive accurate, consistent and up-to-date information regarding the Competitive Sourcing initiative.
3	Roles and Responsibilities	Document used to specify the roles and responsibilities of those involved in the Competitive Sourcing effort.
4	Scoping Report	Report delineating what will and will not be studied under this Competitive Sourcing effort.
5	Data Collection Plan	Guide used to aid in developing an effective and consistent process of data collection across multiple locations from varying sources.
6	Action Plan	Plan depicting the requirements, activities and assignments, roles and responsibilities, tasks and major milestones, and resource requirements for

	Deliverables / Products	Description
		training and performing study tasks.
7	Performance Work Statement (PWS) and Quality Assurance Surveillance Plan (QASP)	Government's request for proposal (RFP) / statement of work to which Government and commercial bidders will respond. Plan for managing performance and ensuring service quality.
8	Management Plan	Government's response to the PWS including the Most Efficient Organization (MEO), the Technical Performance Plan (TPP), the Transition Plan (TP), and the In-House Cost Estimate (IHCE).

2.3. Linking the Audience and Their Information Needs

Identifying the target audience and their information needs is an important first step in the communication process. The target audience dictates the amount and type of information to be provided to ensure that all participants in the competitive sourcing process remain informed and involved. The final table of this section is designed to represent the merging of the target audience groups for the DOE IT Competitive Sourcing study and their perceived information needs as defined from the information paragraphs in the above narrative. The table is not intended to be all-inclusive, rather a representation of the types of information that need to be communicated for many of the identified audiences. By listing Reports and Findings in the information category, it does not indicate that the audience will have access to all final deliverables. Rather, it indicates that some aspects of certain deliverables/products of the Competitive Sourcing process will be communicated.

Target Audience	Information Category	Specific Information Needs
Internal Audiences		
Lead Program Secretarial Offices, Heads of Headquarters Elements, Field Offices, and Program Secretarial Offices	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> Information on A-76 Team decisions that may have policy or legal implications Progress updates from A-76 teams Information necessary to update CAMIS Information on funding requirements including contractor support
Activity Contracting Offices	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> An explanation of the A-76 study process Schedule of dates of solicitations Information for completing Schedules B, L and M of the solicitation
Headquarters Office of Competitive Sourcing/A-76	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> A-76 Team decisions that may have policy or legal implications Policy Guidance A-76 Study Program progress Information necessary to update CAMIS Independent Review Guidance Lesson Learned during the A-76 Study Reports on contractor support performance Budget funding needs A-76 Team meeting schedules
Field Office Managers, A-76 site IT POC's, and Human Resources Offices	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> An explanation of A-76 study process A-76 site visit schedules Schedules for meeting with employees Updates on Human Resource issues

Target Audience	Information Category	Specific Information Needs
Local Public Affairs Office	<ul style="list-style-type: none"> Initial Communication Status and Progress Reports and Findings 	<ul style="list-style-type: none"> An explanation of A-76 study process A-76 Study Program progress Functional Study Team meeting schedules Schedules for meeting with employees
Federal Employee Union Representatives	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> Need for the study and function under study An explanation of the A-76 study process A-76 Study Program progress Functional Study Team meeting schedules Employee rights and benefits
DOE Federal Employees announced for Study	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> An explanation of the A-76 study process An understanding of the need for the study Constant communications to allay any undue fears and maintain morale Reinforcement of the importance of employee participation in the A-76 study process Rights of and benefits to employees during, and as a result of, A-76 study process A-76 Study Program progress
External Audiences		
Customers	<ul style="list-style-type: none"> Initial Communication Status and Progress Reports and Findings 	<ul style="list-style-type: none"> Updates on issues from the A-76 study which affect the products and services they receive A-76 Study progress
Stakeholders	<ul style="list-style-type: none"> Status and Progress Reports and Findings 	<ul style="list-style-type: none"> Updates on issues from the A-76 study which affect the Department's products and services
General Public (e.g., potential bidders)	<ul style="list-style-type: none"> Initial Communication Status and Progress On-Going Training and Support Reports and Findings 	<ul style="list-style-type: none"> A-76 Study Program progress Information on Solicitation

Section 3. Communication Mediums

Before any information is disseminated, it is important to identify the appropriate mediums for communication. The nature of the information and type of audience must be considered and analyzed to ensure that appropriate communication vehicles are selected. For example, all formal announcements throughout the process should be made by transmitting official DOE letters to the appropriate parties. This will ensure that official messages are conveyed as such. On the other hand, to educate the workforce on the A-76 process, it makes more sense to present the information in person. This will facilitate human interaction during an event where sensitive topics are being discussed and the audience group may have high levels of anxiety.

This section lists and describes the various types of communication mediums that will be employed throughout the competitive sourcing process. Specific communication mediums that will be used to disseminate the specific types of communication are described in a later section.

3.1. Mediums

The following mediums are those that will be more commonly used for communicating competitive sourcing study related information to all audience groups. Most communication mediums will be employed at some point in the process. A brief description and some high-level guidelines for developing and disseminating communication are provided for each medium in the following table.

#	Communication Medium	Description	Guidelines for Development and Dissemination
1	Official Letters / Formal Announcements	One-way communication tool typically used for making formal announcements to large-scale audience groups (e.g., announcement of study initiation to labor union organizations)	<ul style="list-style-type: none"> Should be a brief letter or document that provides background, intent, schedule of events, reasons for actions, affected parties, sources for additional information, and next steps for the discussion topic Generally released at the executive level and prepared using standard administrative procedures
2	Memorandums/ Newsletters	One-way communication tool typically used for relaying status and progress updates to targeted audience groups (e.g., competitive sourcing schedule updates)	<ul style="list-style-type: none"> Should be documented using standard memorandum or newsletter templates, since these will be typically communicated on a continual basis Contents may include recent news, updates from previous memo and newsletter items, and schedule of events Generally released at the executive level
3	In-Person Briefings	Interactive communication tool typically used for: <ul style="list-style-type: none"> Educating various audience groups on specific topics (e.g., A-76 process) Providing conclusions and findings on specific studies/ research performed (e.g., 	<ul style="list-style-type: none"> Should be in a presentation format (i.e., MS PowerPoint) that, depending on the topic, includes background, objectives, methodology, findings, conclusions, and next steps Briefings should be scheduled and appropriate

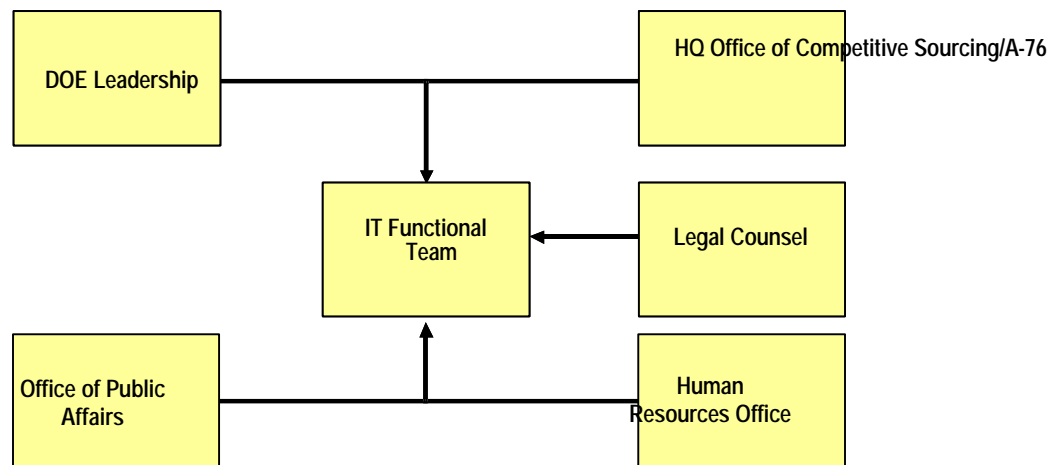
#	Communication Medium	Description	Guidelines for Development and Dissemination
		scoping study findings)	stakeholders should be invited
4	Open Forum	Interactive communication tool typically used for open discussions with various types of audience groups (e.g., town hall meetings, informal Q&A sessions). Depending on the topic(s) of discussion, attendance may be restricted	<ul style="list-style-type: none"> Materials for open forums should include meeting agenda, background on topics of discussion, and presentation (to facilitate Q&A interaction) Open forums should be scheduled and appropriate stakeholders should be invited
5	Facilitated Working Sessions	Interactive communication tool typically used for training various audience groups in various topics (e.g., data collection training during PWS development)	<ul style="list-style-type: none"> Facilitation materials should include background on topics of discussion, working materials, and exercises Facilitated working sessions should be scheduled and appropriate stakeholders should be invited
6	Web-Site / Electronic Bulletins	Electronic communication tool typically used for: <ul style="list-style-type: none"> Posting information that is meant to be published "system-wide" (e.g., periodic status and progress reports, FAQs, relevant links) Fielding and responding to questions, issues, and concerns of stakeholders through message boards, chat rooms and direct emails 	<ul style="list-style-type: none"> See below for details

The Office of Competitive Sourcing/A-76 has created a Competitive Sourcing web page to include a FAIR Act subcategory and an A-76 subcategory with links to A-76 regulations, news releases, anticipated dates of study announcements, and other pertinent information, as needed. The Office of Competitive Sourcing/A-76 has sent an email to go out to all DOE employees through the DOECAST electronic mail system, with details of the announcement and the web page address (<http://www.ma.mbe.doe.gov/a-76/>) where they can read the transcript of the announcement, and all other associated materials. The specifics of the IT study will be posted to and regularly updated on the web page. In addition, the IT Functional Area Study Team Leader will work with the Office of Competitive Sourcing/A-76 to arrange any needed system administrator access to bulletin boards, establish telephone hot lines, and provide question/suggestion boxes to communicate with employees who may not have access to the web.

Section 4. Roles and Responsibilities

Clear assignment of roles and responsibilities for communication is integral to the competitive sourcing process. This ensures that accountability is appropriately assigned to specific individuals and groups for communicating important information to affected stakeholders on a timely and consistent basis. This section illustrates an organizational model that supports the communications process and describes the roles and responsibilities of the organizations involved. Specific assignment of roles and responsibilities for creating, reviewing, and disseminating specific types of communication are described in a later section.

4.1. Organizational Level Responsibilities



- **DOE Leadership** will play an important role in communication throughout the entire competitive sourcing process. DOE leadership has overall responsibility for approving any and all dissemination of information to internal and external audiences; and may choose to delegate that authority to the IT Functional Team Program Manager. DOE Leadership includes the IT Functional Area Study Team Leader (CIO).
- **HQ Office of Competitive Sourcing/A-76** will maintain an active role with the IT Functional Team in communication for the duration of the competitive sourcing process. It is the primary responsibility of the Headquarters Office of Competitive Sourcing/A-76 to oversee the timing, content, and implementation of all communications concerning A-76 matters. In addition, HQ Office of Competitive Sourcing/A-76 should establish and maintain a library of competitive sourcing related information from the Services, OMB, private industry, etc. This library will include a “Frequently Asked Questions” (FAQ) section and appropriate issue papers. Wherever possible, the library of information will be located on a DOE web site.
- **IT Functional Team** is the component responsible for managing communication relationships with senior DOE stakeholders. It supports the communication process by overseeing the actions of this group in the form of receiving and reviewing information, and critiquing the overall communications

process. The IT Functional Team is responsible for managing communications related to the competitive sourcing process. It is responsible for developing information for dissemination, performing interface on communications issues with others, and making recommendations about communications issues. This group will also recommend and develop various systems and processes to support effective communications, and provide the point of contact for coordination and review of all actions related to competitive sourcing communications. Within the IT Functional Team, the Program Manager (PM) is responsible for the day-to-day management of the plan and associated actions. The PM will assign responsibility for preparing communication materials, and request support for preparing materials from others within DOE as the need arises with regards to all actions related to competitive sourcing and individual study communications. To support the implementation of the IT Competitive Sourcing Study, DOE has acquired the services of Jupiter Corp. and Grant Thornton. While the Grant Thornton staff has specific contract parameters for performance, they are considered integral IT Functional Team members and will be active participants in the Communications Plan implementation.

- **Office of Legal Counsel (OLC)** will review all communication materials prior to release to external audiences and selected communication information for internal release, including material designated for placement on the DOE web site. This is to ensure that legal issues are considered before any information is released.
- **Office of Public Affairs (PAO)** will be the primary point of contact for external media. Additionally, the PAO will review all competitive sourcing related materials prior to publication internally, externally and on the web site. PAO will ensure, prior to the release of information to the public, that the IT Functional Team is informed of and reviews all information scheduled for release. At the request of Headquarters, PAO will identify all local media outlets and prepare press releases timed for dissemination, after DOE's official announcement to Congress, with all the details of the studies and their potential impacts on respective local communities. All A-76 related press releases need to be coordinated with the Office of Competitive Sourcing/A-76 and Office of Public Affairs as well.
- **Office of Human Resource Management (HRO)** is the key to successful communications with both employees and unions. The HRO will act as the primary interface with the unions. HRO representatives will attend employee meetings to disseminate information, answer questions and coordinate with Union Representatives. The HRO will act as a reference source for, and a liaison to, DOE leadership, the IT Functional Team, and other support organizations.

In addition to the specific roles and responsibilities outlined above, the following table outlines common communication needs during the competitive sourcing process and the party responsible for the communication.

Communication Needs	Responsible Office
Acquisition planning, source selection, and other procurement assistance	• Office of Management Budget & Evaluation (OMBE) and Office of Procurement
Workforce management	• Local human resources office and the Office of Human Resource Management
Updates on FAIR Act inventory, policy guidance for the Operations and Field Offices	• HQ Office of Competitive Sourcing/A-76
PWS/QASP guidance, schedules of studies and their progress	• HQ Office of Competitive Sourcing/A-76

Communication Needs	Responsible Office
Oversight for the A-76 Program throughout DOE	<ul style="list-style-type: none">HQ Office of Competitive Sourcing, Executive Steering Group
Overall policy guidance	<ul style="list-style-type: none">HQ Office of Competitive Sourcing/A-76, Executive Steering Group
Specific A-76 guidance and overall progress of current A-76 initiatives	<ul style="list-style-type: none">HQ Office of Competitive Sourcing/A-76

4.2. Specific Responsibilities of IT Functional Team

The IT Functional Team is at the core of the communication process and serves as a key player in the implementation of the Communication Plan. Specific tasks of the IT Functional Team include, but are not limited to:

- Conducting weekly meetings or teleconferences with the competitive sourcing contractor to provide a verbal status report and address any questions that may arise. These meetings will be forums for exchanging information, discussing issues, and assigning action items for resolving issues.
- Preparing a weekly status report for the DOE Leadership that includes accomplishments of the past week, planned activities for the next week, and issues that require special consideration.
- Submitting a bimonthly status report to DOE Leadership on Plan of Action and Milestones (POA&M) progress. A narrative discussion will be provided whenever a milestone date is expected to be missed, and will include a new completion date, the impact on the overall timeline, and the reason for the delay.
- Identifying competitive sourcing training requirements for team members to ensure team members understand the process, the impact on employees and mission, and to ensure that all OMB A-76 procedures, DOE policies and laws are properly followed.
- Provide DOE IT specific information to the library of competitive sourcing maintained by the HQ Office of Competitive Sourcing/A-76.

4.3. Guidelines for Union Involvement

While Union Representatives will be involved in most aspects of the competitive sourcing process, the degree to which they are involved will vary depending on the nature of the activities performed and information shared in specific phases of the process. Union Representatives may be significantly involved in the development of supporting documents such as the Performance Work Statement (PWS) and may provide input to certain parts of the Management Study to include the Most Efficient Organization (MEO), Technical Performance Plan (TPP), Transition Plan (TP) and In-House Cost Estimate (IHCE) without losing their "Right-of-First-Refusal" as specified in Federal Acquisition Regulation clause (FAR 52.207-3). Union personnel must avoid serving as a "Procurement Official" since procurement restrictions prohibit Federal procurement officials from subsequently working for a contractor on a procurement in which the procurement official was involved and they would thereby forfeit their "Right-of-First-Refusal" in the event of the decision to award to a contract service provider.

A single union representative or any other individual should not support the development of both the PWS and the Management Plan to avoid the perception of a conflict of interest. However, Unions will be invited to participate in all phases of the study process.

As with all procurement sensitive proceedings, the number of personnel familiar with final portions of the Management Plan will be limited and the Union Representatives, as with other team members will be restricted from full participation and knowledge of the complete document. All final decisions regarding the PWS and Management Plan are strictly the prerogative of DOE management. Upon approval, copies of certain documents will be provided to the extent so as not to violate procurement sensitivity restrictions.

The following is a list of activities in which Union Representatives can participate:

- Participate as a part-time member of the IT Functional Team
- Participate as a part-time member of the PWS/QASP Team
- Provide guidance and input to training and certification requirements
- Provide input to appropriate portions of the Management Study (i.e., MEO, TPP, TP and IHCE) within their respective areas of expertise
- Provide input for workload information, cycle time estimates, and performance standards
- Provide recommendations for process improvements
- Assist in development of position descriptions
- Assist in responding to Independent Review inquiries

The following is a list of activities in which Union Representatives cannot participate:

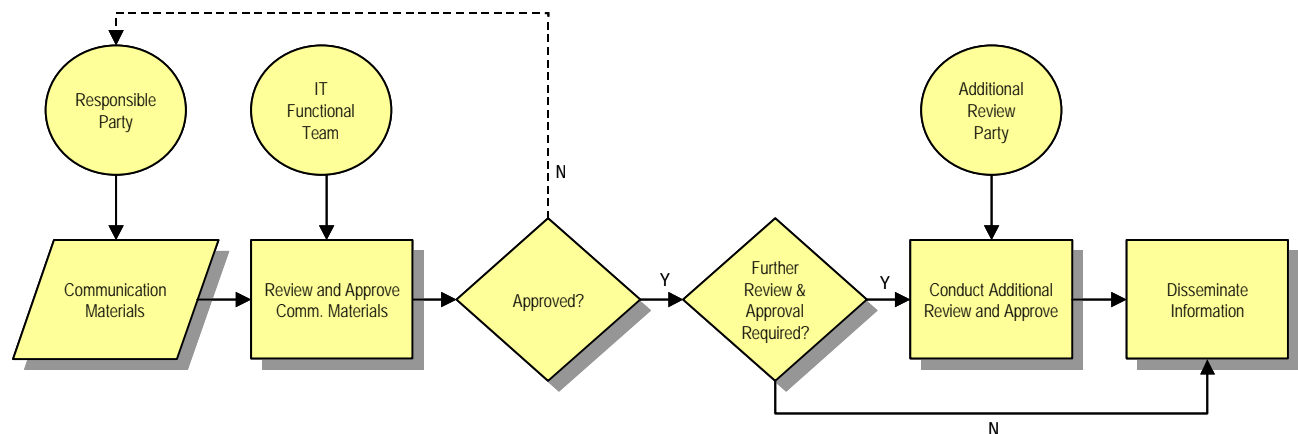
- Participate in decision-making processes on MEO development.
- Participate in development of final portions of the Independent Government Estimate (IGE) and the Management Plan to include the MEO, TPP, TP or the IHCE.

Section 5. Review, Approval, and Dissemination

Throughout the competitive sourcing process, information of various types will need to be communicated to many different audiences. It is important that in addition to clearly defined roles and responsibilities, there is a review, approval and dissemination process for all communication needs. This section highlights the review/approval process and guidelines for handling sensitive information.

5.1. Review, Approval, and Dissemination

The IT Functional Team will maintain responsibility for following a structured approach to disseminate information. Before information is distributed, however, appropriate review and approval must be conducted. The following is a generic, high-level process map for review, approval, and dissemination of information:



General guidelines for this process include:

- All written materials prepared for dissemination regarding the competitive sourcing process and studies as well as scheduled meetings of any type whose purpose is to provide or exchange information about the study will be approved by the IT Functional Team. The IT Functional Team will determine whether additional review and approval by others will be need if it is not stipulated in this plan.
- PAO will be responsible for approving all materials prepared for external audiences.
- HRO will approve materials prepared that involve personnel and union issues and questions.
- Contracting Officer assigned to the Competitive Sourcing initiative will approve materials prepared that involve contracting issues or questions.
- Information discussed in IT Functional Team meetings should be assumed at all times to be confidential in nature unless otherwise specified; and thus not be communicated to other parties verbally or in written form without the specific consent of the IT Functional Team.

5.2. Control of Sensitive Information

To ensure integrity of the competitive sourcing process and to protect the government and employee interests, various pieces of information will be classified as being sensitive and will not be released internally (except for a selected few individuals) or externally. This sensitivity includes written, electronic and verbal communications. In addition, information pertaining to specific phases of the study shall only be disseminated to the study groups working on that particular phase. For example, only Management Study Team members shall receive information related to MEO development. The IT Functional Team will ensure that those supporting the study are aware of the sensitive information and do not disclose information outside authorized channels. To ensure that study information remains confidential, every key member of the study team will sign non-disclosure statements. A firewall will be maintained between the PWS and Management Study teams at all times to maintain the integrity of the competitive sourcing process. Implementation of firewalls requires that no individuals work on both the PWS and Management Study teams. Violations of these firewalls subject the process to potential appeals and undermine fair competition.

The Freedom of Information Act (FOIA) allows for the dissemination of public information to inquiring parties, upon request. Some information normally available to the public may not be released during the A-76 process. Due to the nature of our study, the Public Affairs Office and Legal representatives must understand the restrictions that exist regarding the release of Government information of a procurement sensitive nature. Similarly, the IT Functional Team must make every effort to notate documents/materials of a procurement sensitive nature as such. All requests for information should be logged and individually validated as appropriate. The determination on whether records will be released will remain the jurisdiction of the appropriate FOIA Officer of the DOE in collaboration with the Legal Office.

Section 6. Summary and Sequence of Events

This final section brings together all of the aspects of a Communication Plan discussed previously into a summary table, which specifies:

- Information/Communication Type
- Specific Information to be Communicated
- Audience Group(s)
- Communication Frequency
- Communication Medium(s)
- Responsible Party

Also provided is the overall timeline for all communications that need to occur throughout the competitive sourcing process.

6.1. Summary Table

#	Communication Type	Specific Information	Audience Group(s)	Comm. Frequency	Communication Medium(s)	Responsible Party
Initial Communication						
1	Formal Announcement of IT Competitive Sourcing Study	<ul style="list-style-type: none"> • Official notification of IT study 	<ul style="list-style-type: none"> • Union Leadership • DOE Workforce • OMB • Congress 	One time	Official letter	Chief Information Officer
2	Notification of Study to Workforce	<ul style="list-style-type: none"> • Program objectives and leadership commitment 	<ul style="list-style-type: none"> • Affected workforce 	One time	<ul style="list-style-type: none"> • Video Teleconference 	Office of Comp. Sourcing/A-76; IT Functional Team
3	Workforce Orientation Briefings	<ul style="list-style-type: none"> • Comp. Sourcing process • Introduce Study Team • Questions 	<ul style="list-style-type: none"> • Workforce • Union Representatives 	One Time	<ul style="list-style-type: none"> • In-Person Briefing • Open Forum 	IT Functional Team (GT)
Status and Progress						
4	IT Functional Team Meetings	<ul style="list-style-type: none"> • Study schedule, progress & status • Study Issues 	IT Functional Team Members	Weekly	Open Forum	IT Functional Team
5	Executive Steering Group Meetings	<ul style="list-style-type: none"> • Study schedule, progress & status • Study Issues 	ESG Members	Monthly or Ad hoc	Open Forum	Executive Steering Group
6	Workforce All Hands Meetings	<ul style="list-style-type: none"> • Schedule of study • Study progress • HR information 	Affected Workforce	Monthly and Ad hoc	Open Forum	IT Functional Leader; IT Functional Team; Assistance from HRO
7	Ongoing Questions and	<ul style="list-style-type: none"> • Address questions and concerns on 	Affected Workforce	Ongoing	<ul style="list-style-type: none"> • Newsletters • Website 	Office of Comp. Sourcing/A-76; IT

#	Communication Type	Specific Information	Audience Group(s)	Comm. Frequency	Communication Medium(s)	Responsible Party
	Concerns	<ul style="list-style-type: none"> an ongoing basis Lessons learned 			<ul style="list-style-type: none"> E-mail Bulletin Boards Suggestion Boxes 	Functional Team; IT Field POC's
8	Study Progress	<ul style="list-style-type: none"> Schedule of study Study progress 	<ul style="list-style-type: none"> Workforce Union 	Monthly	<ul style="list-style-type: none"> Newsletter Website Open Forum 	Office of Comp. Sourcing/A-76; IT Functional Team; IT Field POC's
9	Tentative Decision	<ul style="list-style-type: none"> Convey tentative decision 	<ul style="list-style-type: none"> Workforce/Union All Internal and External Stakeholders 	One Time	<ul style="list-style-type: none"> Official Letter Newsletter Website 	Contracting Officer
10	Final Decision	<ul style="list-style-type: none"> Convey final decision 	<ul style="list-style-type: none"> Workforce/Union All Internal and External Stakeholders 	One Time	<ul style="list-style-type: none"> Official Letter Newsletter Website 	Contracting Officer
Ongoing Training and Support						
11	Competitive Sourcing Overview	<ul style="list-style-type: none"> Understanding of A-76 process Roles & responsibilities 	<ul style="list-style-type: none"> IT Field POC's IT Functional Team 	As needed	<ul style="list-style-type: none"> In-Person Briefings Facilitated Working Sessions 	IT Functional Team (GT)
12	PWS/QASP Training	<ul style="list-style-type: none"> PWS and QASP development Lessons Learned 	<ul style="list-style-type: none"> IT Functional Team (PWS/QASP Participants) 	One time	<ul style="list-style-type: none"> Facilitated Working Sessions 	IT Functional Team (GT)
13	Management Study Training (including IHCE & win.COMPARE ²)	<ul style="list-style-type: none"> MEO, TPP, TP, and IHCE development Lessons Learned 	<ul style="list-style-type: none"> IT Functional Team (Mgmt. Study Participants) 	One time	<ul style="list-style-type: none"> Facilitated Working Sessions 	IT Functional Team (GT)
14	Ongoing Support	<ul style="list-style-type: none"> Frequently asked questions Lessons Learned Deliverable templates HR issues Other support info. 	<ul style="list-style-type: none"> Program Offices Field Offices A-76 Teams Affected workforce Unions General Public 	Ongoing	<ul style="list-style-type: none"> Newsletters Website E-mail Bulletin Boards Open Forum 	Comp. Sourcing Office; IT Functional Team
Reports and Findings						
15	Final Deliverables	Results of deliverables (i.e., scoping, action plan, PWS, etc.)	<ul style="list-style-type: none"> DOE Leadership IT Functional Leader 	As appropriate and according to Project plan	<ul style="list-style-type: none"> TBD 	IT Functional Team (including PWS and MEO Teams)

6.2. Timeline

The following timeline visually depicts the intervals and specific dates during which information dissemination will occur, as discussed throughout the Communications Plan. Finite events are indicated with a dotted border and events occurring over an interval of time are indicated with a solid border. The notation "TBD" designates those communication types whose date of occurrence is yet to be determined.

[illegible]

Appendix A

Point of Contact List

Title/Position	Name	Phone Number	Fax Number	Email Address
Office of the Secretary	TBD	TBD	TBD	TBD
Headquarters Office of Competitive Sourcing/A-76	Dennis O'Brien	202-586-1690	202-586-1972	dennis.o'brien@hq.doe.gov
DOE Management Council	Bruce Carnes	202-586-4171	202-586-1972	bruce.carnes@hq.doe.gov
Office of the General Counsel	Maryann Shebek	202-586-1519		maryann.shebek@hq.doe.gov
	Prentis Cook	202-586-3430		Prentis.Cook@hq.doe.gov
Office of Congressional Affairs	Kathy Perry	202-586-2777		Kathy.perry@hq.doe.gov
Office of Management, Budget and Evaluation	Howard Borgstrom	202-586-3960		Howard.Borgstrom@hq.doe.gov
Office of the Inspector General	TBD	TBD	TBD	TBD
Office of Public Affairs	Alfonso Aguilar	202-586-4940		alfonso.aguilar@hq.doe.gov
Office of Procurement and Assistance Management	Jan Chavez	202-586-3215		Jan.chavez@hq.doe.gov
Office of Human Resource Management	Robert Keener	202-586-1542		robert.keener@hq.doe.gov
Lead Program Secretarial Offices	TBD	TBD	TBD	TBD
A-76 CIO Functional Leader	Karen Evans	202-586-0166	202-586-7966	Karen.evans@hq.doe.gov
A-76 CIO Program Manager	Lawrence Gross	202-586-2000	202-586-7966	Lawrence.Gross@hq.doe.gov
A-76 CIO HQ POC	Rickey Hall	301-903-8022	301-903-2261	Rickey.hall@hq.doe.gov
A-76 CIO Field POC	Jeff Vaughn	937-865-3022	937-865-4312	Jeff.vaughn@ohio.doe.gov
A-76 CIO Team Member	Kevin Cooke	202-586-6566	202-586-9833	Kevin.cooke@hq.doe.gov
Management Plan Team Leader	TBD	TBD	TBD	TBD
PWS Team Leader	TBD	TBD	TBD	TBD
Field Liaisons	TBD	TBD	TBD	TBD